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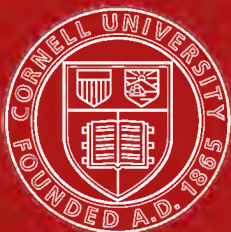
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THE LYNN PLAN *of* REPRESENTATION

THESIS submitted in partial fulfillment of the requirements for the degree of Master in Business Administration at the Harvard School of Business Administration.

ELLIS H. MORROW.

May 1. 1921.

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PREFACE

Our industrial machinery is facing, as the result of the war, a threat of almost complete paralysis. While this threat is largely due to fundamental economic conditions, America is confronted with a tense situation in the century old tug-of-war between the Trade Union and Capitalist. The latter, after three years of helplessness in the face of the demands of Organized Labor, supported by a liberal administration, has at last rallied his forces and, with the assistance of a period of depression, is rapidly recovering lost ground. The situation, however, presents nothing more than a reaction to a reaction; and it will be only a matter of time until the pendulum swings once more in the other direction. Manifestly, the present drive for the Open Shop is but additional proof of the fact that present methods of maintaining industrial relations between Employer and Employee fall short of producing permanent good results.

The "Employee Representation" system is the outgrowth of the existing unsatisfactory situation in the industrial world. It is designed to afford a means of co-partnership between Employee and Employer that will have as its fundamental "mutual dealing" on a basis of fact rather than "collective bargaining" on a basis of "get as much and give as little as possible." Many prominent business men, therefore, consider that the Representation Plan offers the hope of solution of the wasteful impasse that has been reached in the struggle between Capital and Labor. Innumerable plans of various kinds have been established by different companies throughout the United States. The War Labor Board adopted the idea and made the formation of an Employee Representation Plan a part of many of its awards.* The Lynn Plan of Representation was one of those established by the War Labor Board.

The success that has attended the experiment at the Lynn Works of the General Electric Company justifies a careful analysis of the operation and results of the Plan used in that plant. I have endeavored to perform this task, but limitations of time have prevented me from making the investigation as thorough as the importance of the subject would warrant. None the less, I hope to be able to present fully those phases of the Plan that, in view of the early developmental stage of the movement, will be of greatest value.

I felt that my work would have been incomplete had the point of view of the Management only been obtained. Hence, the conclusions arrived at embody the results of an investigation that has included Employer, Employee and Union Officials.

In consequence I am indebted to the courtesy of many people, several of whom I did not even know by name, but whose kindness I wish here to

*The Shop Committee by William Leavitt Stoddard, Administrator for the National War Labor Board.

PREFACE

acknowledge. It was inevitable that the burden of the investigation should largely fall upon the executives of the Company and I appreciate the treatment received and the great freedom that was allowed me in my work. Mr. R. H. Rice, the General Manager, gave me much of his valuable time, as did also Mr. Cox, Manager of the Federal Street Plant, whose suggestions and explanations were of great help. I have to thank Messrs. Morrison and Gillon and other Representatives for many of the criticisms and suggestions I have been able to make. Mr. Watt devoted time and hospitality in his efforts to help me. For the official viewpoint of the Unions, I am indebted to the Messrs. Connolly and to Mr. Mansfield. Particularly do I wish to express my gratitude to Mr. K. M. Bradley, Manager's Industrial Representative, whose constant help and interested sympathy were a welcome encouragement at times when the task upon which I was engaged seemed peculiarly arduous.

E. H. MORROW,
Queen's University, Canada.

Note:—Since this thesis was written, a slight revision has been made, so as to bring a few of the technical details up to date. No changes have been made in the body of the text.

E. H. M., October, 1921.

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CHAPTER I.

THE INTRODUCTION OF THE PLAN.

The Lynn (Massachusetts) Works of the General Electric Company is one of the largest of a group of several factories operated by the Company in different parts of the United States. At this plant there is manufactured a great variety of electrical apparatus, the making of which gives employment, in normal times, to about thirteen thousand employees, about three thousand of whom are women. The trades represented in an industrial unit of this magnitude are of course numerous and cover most of the regular trades such as pattern making, moulding, machining, carpentry, etc. There is also a large number of laborers on the payroll. Because of the high skill required in the manufacture of electrical apparatus, the work force at the General Electric Plant has but a small proportion of Southern European immigrants in its make-up. While exact figures were unobtainable, the employment department estimated that, of the total number of employees, at least fifty per cent would be of American birth. The other fifty per cent was composed of Irish, English, Scotch and Canadians, with a sprinkling of Swedes, Poles, Italians and Lithuanians.

The Plant itself is a large one and comprises a large number of buildings, aggregating over three million square feet of floor space. The buildings are grouped into two separate plant units, separated from each other by about three quarters of a mile, and known respectively as the River Works Plant and the Federal Street Plant.

In common with other Plants of its kind, the General Electric Plant at Lynn was engaged in August, 1918, upon war contracts for the United States Government. It was during this month that a strike was precipitated without any warning, a strike so complete that it resulted in an entire walkout and in practically 100% of the workers joining the various craft unions. The suddenness of the situation can be gauged from the statement made on good authority that seven days prior to the strike not ten per cent of the employees in the Works were members of the unions, and that the large majority did not formally become affiliated with any craft organization until after the Plant had been "pulled."

Intense bitterness of feeling developed between the strike leaders and the executives of the Company, and the efforts of the State Board of Conciliation to effect a reconciliation met with no success. As a result the National War Labor Board, acting for the Federal Government, took control of the situation. After an investigation lasting several months, this Board issued its award, which broadly ordered the establishment of a Shop Committee System

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in the Lynn Works and also ordered that the Shop Committees formed should revise the wage scale so as to make the wages paid at Lynn comparable to those paid in the main plant of the General Electric Company at Schenectady.

In the meanwhile the employees had returned to work after an absence of three weeks. Their return was made the condition upon which the War Labor Board consented to take the case under advisement.

To make the award was one thing; to execute it was another, in view of the intense animosity and distrust that had developed between the contending parties. The situation was further complicated by the fact that the strain and worry of the strike had undermined the health of the General Manager, who was forced to resign.

The new Manager had his mind made up to give the proposed Shop Committee system a fair trial. Moreover, he was well known to the strike leaders, who had previously been directly under his supervision and who had learned to accept his statements at their face value. Thus the first meetings held between the Management and the employee leaders had in them the germ of confidence, even if, as report has it, cordiality was conspicuously lacking. It was at least something upon which the administrator of the War Labor Board could build. Another helpful feature was the fact that the strike leaders were all workers in the Plant of the General Electric Company. Their primary interest was that of the men within the Company Works and for that reason they were able to conduct the negotiations with a view to the actual conditions of the locality. The broad political exigencies of a National organization did not enter into the situation.

Gradually mutual respect was established and the foundation of success was laid in the cooperation that grew up between the Management and the Employees in a determination to build a plan that would really work.

Plans of all kinds were examined with care, and frequent visits were paid to establishments where shop committees were in operation. After long consideration the Lynn Plan of Representation was evolved and submitted to the mass of the workers with the endorsement of the War Labor Board, under whose auspices the first elections were held in December, 1918. The three strike leaders who had helped in formulating the Plan stood for election and were returned to serve on the General Joint Committee on Adjustment. It had been decided to refer the revision of wage schedules to this committee.

Before proceeding to discuss the constitution, it should be stated that the essence of the new industrial relationship had been firmly established in the deliberations of the preliminary board of negotiation. The Plan drawn up contains no element of bargaining. Every provision was mutually agreed on as being the best that circumstances suggested. The insertion or elimination of provisions designed to give one or other side the advantage was never urged, except in one instance where a provision advantageous to the employees was inserted on the insistence of the Manager.

Both employees and employer believed in the Plan they had evolved, and therein lay its best promise of success.

CHAPTER 2.

THE PLAN

PLAN OF REPRESENTATION

GENERAL ELECTRIC COMPANY, LYNN WORKS.

This Plan of Representation was prepared during the World War by a committee of three employees, representing all the Employees of the Lynn Works and three representatives of the Management, sitting in joint session. Each paragraph was thoroughly discussed and each unanimously adopted.

Inaugurated November 26, 1918. Revised by the General Joint Committee on Routine, Procedure and Elections, April 4, 1919, and December 13, 1920.

GENERAL ELECTRIC COMPANY, LYNN WORKS.

DIVISIONS INTO SECTIONS AND SHOPS.

Sections:

The Works shall be divided into Sections, each containing, as nearly as may be found practicable, two hundred employees. Location shall be the determining factor in this division.

Shops:

The Sections shall be grouped into Shops, preferably of three or more Sections, and including a total of not materially more than six hundred employees.

Re-Districting:

Not less than thirty days before the second and each subsequent general election, the General Joint Committee on Routine, Procedure and Elections shall review the division of the Works into Sections and Shops, and make such changes as it may deem necessary to carry out the principles laid down in this plan.

QUALIFICATION OF VOTERS.

Every Employee in the Lynn Works except Foremen, Assistant Foremen and Leading Hands shall be entitled to vote in any election held in his Section,

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provided he shall have been continuously on the Lynn Works payroll for the period of three months immediately preceding the election.

ELECTIONS.

Elections shall be conducted according to a method to be determined by the General Joint Committee on Routine, Procedure and Elections. This committee shall consider and prescribe any necessary change in such method at least sixty days before each general election.

General Elections shall be held semi-annually, on the second Tuesday in June and December.

REPRESENTATIVES.

Number of Representatives:

The Employees of each Section shall be entitled to elect by secret ballot from among their number two Employee Representatives.

Term of Office:

The term of office of a Representative shall be one year; provided, however, that in the case of the Representatives chosen at the first election, one Representative of each Section shall be retired by lot at the time of the next ensuing election.

Re-Election:

Retiring Representatives, and Representatives whose term of office have expired, shall be eligible for re-election.

Recall:

Any Representative may be recalled by written request of not less than two-thirds of the Employees qualified to vote in the Section from which he was elected.

Office Vacated:

A Representative shall be deemed to have vacated his office

- (a) When he has ceased to be an Employee of the Company;
- (b) When he shall have been transferred to employment outside the Section in which he was elected;
- (c) When he shall have been appointed Foreman, Assistant Foreman or Leading Hand.

Vacancies:

Vacancies in the office of Representative occurring from any cause shall be filled, for the unexpired term, by a special election to be conducted forthwith in the Section where the vacancy exists, and in a manner similar to that of the General Elections.

Incapacity:

In case a Representative is incapacitated, a temporary Representative, to replace him only during the period of such incapacity, may be elected on the written request of not less than two-thirds of the Employees qualified to

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vote in the Section in which he holds office. In such case, a special election shall be conducted in this Section and in a manner similar to that of the General Elections.

Eligibility:

In order that an Employee may be considered qualified to hold the office of Representative, the Employee shall

- (a) Have been continuously on the Lynn Works payroll for a period of one year immediately preceding the election;
- and (b) Be an American citizen; or shall have taken out his first papers, and not unnecessarily delayed application for final papers;
- and (c) Be able to read and write the English language;
- and (d) Be at least twenty-one years of age, unless he is an apprentice, in which case he must be at least eighteen years of age;
- and (e) Shall not hold the office of Foreman, Assistant Foreman or Leading Hand.

JOINT SHOP COMMITTEES.

As soon as may be possible after the announcement of the result of the elections of General Joint Committees, the Representatives elected in each Shop shall meet and elect from among their number three members to serve on the Joint Shop Committee for that Shop.

The result of these elections shall be reported to the Management, the report being signed by all the Representatives taking part in the elections.

The Management shall appoint three members of each Shop Committee. Such appointees shall have the same requirements for eligibility as Employee members except that they may be Foremen, Assistant Foremen or Leading Hands, but shall not be selected from among those eligible to vote for Employee Representative.

A Shop Committeeman who may have vacated his office as Representative shall have thereby vacated his office as Shop Committeeman.

GENERAL JOINT COMMITTEES.

The following General Joint Committees are constituted under this plan:

1. **General Joint Committee on Routine, Procedure and Elections:—** Consisting of three Employee members and three members appointed by the Management. Two of the Employee members shall be Representatives of River Works Sections, and one shall be a Representative of a Federal Street Section.

This committee shall have charge of all matters relating to the dates and hours of meetings of all Joint Committees; the regulation of their methods of procedure (but not of the action taken by them); of the routine of procedure in matters requiring adjustment, and of all matters relating to elections, including all controversies concerning the fairness of an election.

2. **General Joint Committee on Adjustment:—** Consisting of four employee members and four members appointed by the Manage-

PLAN OF REPRESENTATION

ment. Three of the Employee members shall be Employees located at the River Works, and one shall be an Employee located at the Federal Street Works. Members of this committee may be elected from among the employees at large or from duly elected Representatives of Sections. If the Employee elected is not a Representative, he must, nevertheless, possess all the qualifications for eligibility as a Representative in order to sit on this committee.

If an elected Representative be chosen to serve on this committee his office as Representative shall be declared vacant and a new election shall be held in his Section to choose his successor.

3. **General Joint Committee on Rehabilitation of Disabled Soldiers or Sailors:**—Consisting of three Employee members and three members appointed by the Management. Two of the Employee members shall be Representatives of River Works Sections, and one shall be a Representative of a Federal Street Section.
4. **General Joint Committee on Public Meetings Within the Plant:**—Consisting of three Employee members and three members appointed by the Management. Two of the Employee members shall be Representatives of River Works Sections and one shall be a Representative of a Federal Street Section.
5. **General Joint Advisory Committee on Works Paper:**—Consisting of three Employee members and three members appointed by the Management. Two of the Employee members shall be Representatives of River Works Sections and one shall be a Representative of a Federal Street Section.
6. **General Joint Committee on Fuel and Other Economies:**—Consisting of three Employee members and three members appointed by the Management. Two of the Employee members shall be Representatives of River Works Sections and one shall be a Representative of a Federal Street Section.
7. **General Joint Committee on Safety:**—Consisting of five Employee members and five members appointed by the Management. Three of the Employee members shall be located at the River Works and two at the Federal Street Works. Members of this committee may be elected from among the Employees at large or from duly elected Representatives of Sections. If the Employee elected is not a Representative, he must nevertheless possess all the qualifications for eligibility as a Representative in order to sit on this committee. Should a duly elected Representative be elected to this committee he may continue in office as Representative.
8. **General Joint Committee on Sports, Athletics and Amusements:**—Consisting of five Employee members and five members appointed by the Management. Three of the Employee members shall be located at the River Works and two at the Federal Street Works. Members of this committee may be elected from among the Employees at large or from duly elected Representatives of Sections. If the Employee elected is not a Representative, he must neverthe-

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less possess all the qualifications for eligibility as a Representative in order to sit on this committee. Should a duly elected Representative be elected to this committee, he may continue in office as Representative.

Three days after a General Election, all the Representatives elected from the River Works shall meet, select a presiding officer and a secretary, and proceed to elect members of the General Joint Committee provided for in this Plan, to represent the River Works. In a similar manner, Representatives elected from the Federal Street Works shall meet and elect members of the General Joint Committees provided for in this Plan, to represent the Federal Street Works.

The results of these elections shall be reported to the Management, the reports being signed by the presiding officer and secretary.

Representatives may serve on one General Joint Committee only and no Shop Committeeman shall sit on a General Committee.

PROCEDURE OF EMPLOYEES IN MATTERS REQUIRING ADJUSTMENT.

1. Committee on Fair Dealing:

The Employee Representatives of each Section shall constitute a Committee on Fair Dealing to co-operate with the Management in fostering just and harmonious relations between the Management and Employees in their Section.

2. Reference to Foreman:

Any matter which an Employee may consider requires adjustment, shall be taken up with the Leading Hand or Foreman of the work on which the Employee is engaged, before being presented to a Shop Committee. The Employee must be present during the discussion; but, if he so desires, may be accompanied by one or both of the Representatives of his Section.

3. Reference to Shop Committee:

If the Employee originating the matter is not satisfied with his foreman's decision, he may refer the issue to his Shop Committee. In so doing, the specific cause of his dissatisfaction shall be set forth in written form, signed by him, and delivered to the secretary of his Shop Committee.

4. Reference to Manufacturing Engineer or Department Head:

If the Employee originating the matter is not satisfied with the ruling of his Shop Committee, he may, unless the decision was unanimous, have the matter referred to the Manufacturing Engineer or Department Head. In so doing he shall file with the secretary of the Shop Committee a written request to this effect, and this request must be filed not later than ten days after his notification of the findings of that committee.

5. Reference to General Joint Committee:

If the Employee originating the matter is not satisfied with the decision of the Manufacturing Engineer or Department Head, or the subsequent decision of the Shop Committee, if any there be, he may have the matter referred

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to the General Joint Committee on Adjustment. In so doing he shall file with the secretary of the Shop Committee a written request to this effect and this request must be filed not later than ten days after his notification of the findings of the Manufacturing Engineer or Department Head.

6. Reference to the Manager:

If the Employee originating the matter is not satisfied with the decision of the General Joint Committee on Adjustment, he may, unless the decision of the committee was unanimous, have the matter referred to the Manager. In so doing, he shall file with the secretary of the General Joint Committee on Adjustment a written request to this effect and this request must be filed not later than ten days after his notification of the findings of the committee.

COMMITTEE DECISIONS.

A Majority Decision:—Is a decision of a majority of the committee members present and entitled to vote.

A Unanimous Decision:—Is a decision of all committee members present and entitled to vote.

Disagreement:—Results when the recorded opinions of all the committee members present and entitled to vote are equally divided for and against the issue.

RIGHT OF APPEAL.

Right of appeal rests exclusively with the Employee originating the matter. He may appeal as hereinbefore provided for from a majority decision, or in case of a disagreement, but may not appeal from a unanimous decision. In case of a unanimous decision, or if he does not appeal, the matter shall be considered terminated.

PROCEDURE OF COMMITTEES IN MATTERS REQUIRING ADJUSTMENT.

When a Shop Committee or the General Joint Committee on Adjustment arrives at a decision, or a disagreement, the Employee originating the matter shall be notified in writing, by the secretary of that committee, of its action, and in case a decision is reached—whether it was a majority or a unanimous decision. Upon receipt of an appeal by the Employee originating the matter, as hereinbefore provided for, the secretary of a Shop Committee shall forward to the Manufacturing Engineer or Department Head, or the secretary of the General Joint Committee on Adjustment shall forward to the Manager, all papers and recommendations pertaining to the matter for his action.

These papers with his findings shall be returned by the Manufacturing Engineer or Department Head to the Shop Committee for further consideration, and the Shop Committee may at its discretion modify its former ruling.

A Shop Committee and the General Joint Committee on Adjustment shall endeavor finally to dispose of each matter coming before them, and are at liberty to adopt such means as are necessary, including the calling of adequate witnesses by each side, to ascertain the facts and render a fair decision.

RECORDS OF COMMITTEE MEETINGS.

Every Joint Committee shall keep accurate records of its proceedings.

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MANAGER'S REPRESENTATIVE.

The Manager may appoint an Industrial Representative to facilitate close relationship between the Management and the Representatives, and at any stage in the program of proceedings the Manager's Representative may be called in to exercise his good offices. He may attend any meeting but he shall have no vote.

DISCRIMINATION.

There shall be no discrimination, either on the part of the Employees or the Management, in respect to race, creed, society, fraternity or union.

ACCOMMODATION.

The Management shall provide a suitable place for meetings and defray such expenses as are necessarily incidental to the activities herein provided for.

AMENDMENTS.

Any course of procedure herein provided for may be amended by unanimous vote of the General Joint Committee on Routine, Procedure and Elections.

PROTECTION OF REPRESENTATIVES

The Management and the Employees expect that each Representative will discharge his duties in an independent manner without fear that his individual relations with the Management may be affected in the least degree by any actions taken by him in good faith, in his representative capacity. To insure each Representative of his right to such independent action, he may take the question of whether his relations with the Management have been affected, on account of his acts in his representative capacity, direct to the General Joint Committee on Adjustment or to the Manager of the Works.

The text of the Plan, as here given, is the result of two revisions by the General Joint Committee on Rules, Procedure and Elections. A study of the two texts that preceded the one now in use shows that no important changes have been made since the first draft was issued.* Such changes as have been made are largely in the arrangement of the various sections for the purpose of improving the form of the constitution.

A few minor alterations have been made as a result of experience. For instance, the original draft, in clause No. 2 of the section entitled "Procedure in Matters Requiring Adjustment," provides that an employee "may in the first instance" refer a problem to his foreman. In the revised copy this provision has been recast so that a matter requiring adjustment shall always be

*A Copy of the first draft will be found on page 48 of Mr. W. L. Stoddard's book, "The Shop Committee."

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taken up with a foreman before being sent to a Shop Committee. The change was made because it was found that many of the employees went direct to their committees with problems that could easily have been adjusted with the foreman. It has also been found that in cases requiring adjustment by a committee, the work of the committee is greatly simplified if the facts involved are first clarified by a discussion between the foreman and the representatives. Statistical evidence of the benefit of the change can be found in the fact that the withdrawals of cases presented to the Shop Committees for consideration dropped from twelve in the first period to none in the last period.*

Since the Plan was originated the following General Joint Committees have been added:

- General Joint Committee on the Rehabilitation of Soldiers and Sailors.
- General Joint Committee on Public Meetings within the Plant.
- General Joint Advisory Committee on Works Paper.
- General Joint Committee on Fuel and Other Economies.
- General Joint Committee on Safety.
- General Joint Committee on Sports, Athletics, and Amusements.

The award feature, prominent in the early contexts of the Plan, has disappeared, and the new wording is illustrative of the spirit of mutual co-operation that prevails in the application of the system. A slight alteration in the preamble gives concrete point to a subtle change in atmosphere that is noticeable throughout.†

An examination of several different Plans in use throughout the United States discovered the fact that the Shop Committee system used at Lynn differs from all the others examined‡ in respect to three fundamentals. They are:

1. The unit value of each vote cast in committee.
2. The final character of a decision reached by a committee.
3. The absence of any arbitration feature.

While some of the Plans of Representation examined have one or other of these fundamentals in their make-up, only the General Electric Company at Lynn and one other corporation had all three features included in the one constitution.

The first two of these fundamentals are largely interdependent and, together, mark the high degree of responsibility that is placed upon the members of the committees. The scope of the questions upon which each committee is competent to pass is extremely broad; so, while committee deliberations deal with facts and not with policies, decisions attained have far reaching effects due to the finality attached to an unanimous or a majority vote.

*See Chart No. 3, Appendix B.

†The preamble in the original draft reads as follows: "A committee of employees of the Lynn Works and a committee of the Management, meeting under the auspices of the Examiner in charge of the award, have drawn up the following plan of Shop Committees."

‡The writer examined over twenty different plans of which he had obtained copies. A tabulated analysis of the provisions contained in them was made in order to determine accurately points of difference.

PLAN OF REPRESENTATION

As a result, the position of committeeman is important, whether from the point of view of employee or executive. It is a position that carries dignity, and which is sought after by those who feel themselves capable of discharging, to the best interests of the organization as a whole, the duties involved.

Most of the Plans referred to above carry arbitration provisions, but their value is vitiated by the fact that in each case arbitration is optional to the parties concerned. The Lynn Plan makes no mention of arbitration, a fact which appears to be a weakness. In reality the omission of any reference to arbitration is an element of strength. The very life of the Plan depends upon co-operation and has for its soul the spirit of agreement, whether this agreement is attained in committee or depends upon the decision of the Manager. There is no room for a concept that is based on conflict, and which, in the expectation of disagreement, provides beforehand for the interference of a disinterested party. At Lynn disagreement is not contemplated and is, therefore, not provided for.

It is not intended that the Plan should in any degree lessen the authority of the management in matters of policy or of company practice. As before stated, it is the province of a committee to decide upon the facts of a situation, so that the established practices of the company may be applied justly. It was inevitable that, at the first, much confusion should exist on matters of jurisdiction and procedure. In some instances committees passed upon questions that were not within their field. In other cases the committeemen themselves drew distinctive lines between cases, by the formulation of rulings which laid down general principles of government. As a result of the experience gained through the functioning of the Plan, the General Joint Committee on Rules, Procedure and Elections gradually drew up a set of rules for the guidance of the other committees and for the general conduct of the Plan. It is a fact worthy of notice that in no instance was any attempt made by the Management to reverse a decision arrived at by one of the lower committees, although several of the early findings patently transgressed the bounds of committee jurisdiction. The experience was always accepted with good grace and the matter was brought before the Committee on Rules, Procedure and Elections for the formulating of rules designed to eliminate the recurrence of the difficulty.

The question of incorporating these rules into the text of the Plan has at times been mooted. It has always been decided, however, that the rules of procedure did not belong in the constitution. They are formulated merely as circumstances dictate and are intended to last only as long as conditions make them applicable. The code of rules is open to constant amendment and change and is not intended to have any rigid permanence. In harmony with this idea, the writer has refrained from including the text of the Rules of Procedure in the body of the thesis. They can be found in appendix A in the form in which they exist at the time of writing. It will be noted that, contrary to usual custom, these rules give no codification of the offences involving the penalty of discharge. The omission is typical of the spirit that governs the Committee in its attitude towards rules. It is argued that, were grounds for discharge defined in the Plan, a separation would result whenever an offense fell within the code. The foreman would not feel free to exercise

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his prerogative of leniency, if mitigating circumstances so advised. Under the present system a foreman is free to discharge a man when warranted in so doing, but he has to defend his action if the man feels that he was treated unjustly.

While it is the underlying spirit and not the form that is the essence of any system of industrial co-operation, universal interest always attaches to the special procedure for adjusting the problems encountered by individual employees. The machinery for the adjustment of problems in the Lynn Plan provides for three courts of appeal, and for this reason appears unnecessarily complex. In practice, however, the system works easily and to good advantage, as will be shown in the next chapter. Really, the place for settling any point at issue is in the department where the difficulty occurs. It is intended that the foreman and the employees should settle their own differences with the assistance of the representatives, whose duty it is to act as disinterested advisors rather than as counsel for the plaintiff. Only when such a settlement cannot be arrived at does a matter in dispute pass to the Shop Committee for adjudication. It is a significant commentary on the effectiveness of the system that, in the first year of operation, out of 1200 cases handled only 180 reached the Shop Committees.

Two provisions of the "Procedure in Matters Requiring Adjustment" deserve attention. Sub-section No. 4 provides that in the event of an employee being dissatisfied with the finding of his Shop Committee, the matter may be referred to the Manufacturing Engineer or Department Head for his consideration. His finding is returned to the Committee that made the decision appealed from; and, acting on this, the Committee either modifies or reaffirms its first decision. The object of this provision is to give the Departmental Heads an opportunity for effecting a settlement before a dispute is appealed to the General Joint Committee on Adjustment and is taken under advisement by the Higher Executives and the Employees who sit with them. The other feature of note is the provision that makes it possible for an employee to appeal a majority decision adverse to himself, whereas the Management has no appeal from a majority decision however unjust it may consider the finding. This is the advantage previously referred to as having been granted to the employee upon the special request of the Manager.

Chart No. 1, on the next page, shows in diagramatic form the path followed by a case in the very rare instances upon which a problem reaches the Manager's office before settlement is achieved.

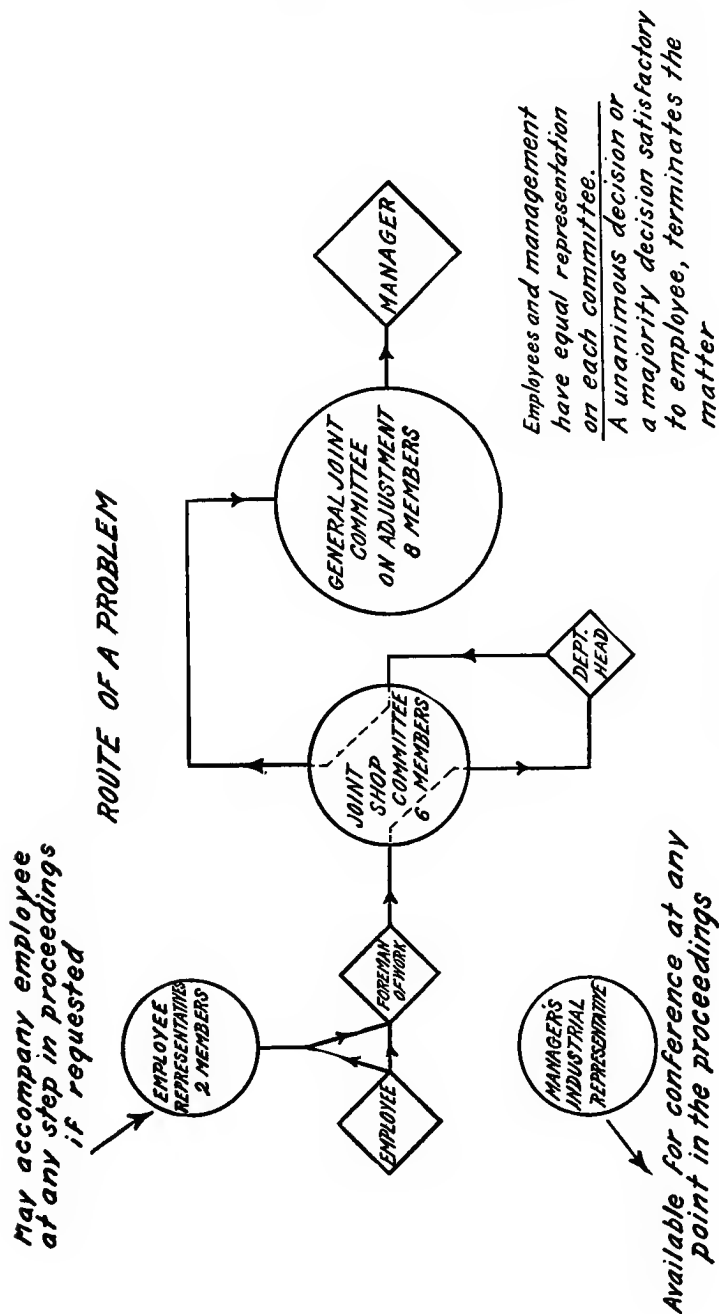


CHART NO. I

CHAPTER 3.

THE WORKING OF THE PLAN.

The most pertinent question that can be asked about any Plan of Representation is: "Does it work?" When this question is specifically applied to the Lynn Plan, the answer is most emphatically, "Yes!"

To arrive at this conclusion the writer adopted two different methods of ascertaining the facts. In the first place a series of interviews were obtained with people who represented the several different viewpoints; executives were asked how the Plan worked from the Company's side; employee Representatives told how it looked from the standpoint of the man who has to deal with the executives upon the committees; finally, many of the workers themselves were approached and their opinions of the Plan asked for. In the opinion of the writer, the statements of greatest value were those expressed by the men who, in the last analysis, feel the real working of the system. That these statements should be free and untrammelled expressions of opinion no attempt was made to accost any worker while he was on the property of the Company; they were gathered in conversations started on the streets, in the restaurants or in the pool room. In no instance did the writer know the identity of the man with whom he was talking.

In the second place, an effort was made to find statistical evidence that would either corroborate or refute the views gathered from the personnel of the organization. The Plan has been too short a time in operation for valuable comparative statistics to have been compiled on the elections of the Representatives. An exhaustive analysis of the minutes and proceedings of the various committees, however, does afford statistical proof of the working of the Plan.

The constant repetition, on all sides, of two phrases was an outstanding feature of the investigation. Executive and Employee took particular pains to impress upon the observer the fact that under the operation of the Plan "the square deal" alone holds sway and that "only facts count" in deciding as to what is a square deal. It is but natural that individual faults should be many upon both sides and the writer encountered frequent complaints. He found, however, that on the whole, these complaints were specific rather than general in their application. While it cannot be doubted that there is still much room for improvement in the working of the Plan, a general atmosphere of satisfaction with the operation of the system is evident throughout the General Electric organization.

Turning particularly to the Management's point of view, one finds that there is a universal consensus of opinion amongst the executives to the effect that the Plan has worked to the advantage of the company. It is as-

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serted by a competent authority that production has increased as a result of the improved industrial relationship. By and large, the executives are satisfied that the members of the various committees adopt a fair attitude in their work and try to base their findings on evidence rather than on sentiment. While in some instances members of the executive force have failed to realize the broadened scope of their responsibilities in having to prove their case instead, as formerly, of having merely to dictate their desires, the new approach to personnel problems is found to be a vast improvement. The confidence placed in the Plan by the Management is based on experience; for, on more than one occasion, the new spirit of co-operation and fair play has worked to smooth out situations that, under old methods would have resulted in serious trouble. On a basis of fine distinctions there may be ground for saying that a redistribution of certain responsibilities has taken place amongst the executives but the authority of the managing body has been in no whit curtailed. To quote the words of a prominent official of the company:

"An executive never had the authority to do an injustice"
"to an employee. But, whereas under the old system he might"
"make a mistake and get away with it, he now has to be sure"
"that he is right before he decides. Instances of injustice or"
"poor judgment are quickly brought to light and the blame can"
"be placed where it properly belongs."

Amongst other positive benefits that the Company officials claim to have received from the introduction of the plan can be listed:

A better knowledge of actual conditions in the shops.

A better understanding of the point of view of the employees.

The help of the employees in solving many of the problems encountered in the operation of the factory.

Helpful suggestions offered by some of the Representatives in the solution of many of the major problems to be dealt with.

A general educational benefit in the handling of personnel questions.

Amongst the employees one found less uniformity of opinion than amongst the executives. A large section of the workers still retain membership in the unions, whose official attitude is antagonistic to the Shop Committee system. Hence it is natural that this view should be reflected in the statements of ultra strong unionists. With this exception, there was a surprising unanimity of expression amongst the employees.

Satisfaction with the Plan is general. The assurance of always being able to get a square deal is prominent in the minds of the workers; and the necessity of having to prove a case on the facts involved is not only realized but appreciated. Above all, the employee values his right to have his case, in the last analysis, reviewed by the General Manager, the justice of whose decisions commands universal confidence. In view of this fact, it is a remarkable tribute to the work of the committees that, during a period of over two years, only three cases have been appealed to the Manager.

Criticism of various features in the operation of the Plan was plentiful. While some of the criticisms undoubtedly have general application, the writer feels that most of them are based upon individual experiences and are intensely personal in their scope.

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The Representatives interviewed were, without exception, enthusiastic and pointedly critical. They spoke with appreciation of the benefits that the Plan had brought to the employees and of the improved conditions throughout the plant. General confidence in the intention of the Management to give absolute justice was expressed by all, and it was the consensus of opinion that the decisions of the committees were in almost every instance strictly fair and impartial. Some of the executives had told the writer that the employees frequently prepared their cases more thoroughly than did the Management. This was corroborated by the employee members of the committees, who frankly admitted that on several occasions decisions favorable to the employee had been rendered because the Management had failed to fully present their case. But as one committeeman succinctly put it:

"What we thought we knew didn't count. There were"
"the facts before us and we had to decide on them. If somebody"
"neglected to bring us all the evidence, what could we do?"

The Representatives were a unit in expressing the opinion that the Plan has resulted in educational advancement for both employee and executive. They stated that they had learnt much about the problems of Management that they had previously never dreamt of; at the same time they felt that they had taught the Management a great deal in regard to the problems of the worker. They are proud of their position and alive to their responsibilities. Well they might be, for the new relationship has given to the worker an opportunity for constructive leadership that has hitherto been denied him outside of his union.

Criticisms, while pointed, were invariably constructive and showed that the Representatives not only value the Plan for its present advantages, but seek to establish it so firmly as a part of the industrial machinery that its usefulness can never be called into question.

The statistical evidence adduced in support of the views expressed above will appear in the next chapter, in which the work of each committee will be discussed separately.

CHAPTER 4.

THE WORKING OF THE PLAN (Continued)

The Elections:

The Representatives are elected by their various sections by secret ballot. The procedure adopted at the elections is now standardized, and is handled by a sub-committee of the General Joint Committee on Rules, Procedure and Elections.

The method usually adopted is for two Representatives to carry a sealed ballot box through each section. The employees mark their ballots and deposit them in the box, which is handed to specially appointed tellers to count and record the ballots. Nominations for Representatives have to be in writing and require the signatures of ten employees. Elections by stickers are allowed, which means that if a candidate for election has not been put in nomination his election is recognized if sufficient ballots to give him a majority carry his name.

The rules for posting nominations, election returns, etc., are simple to a degree.

At the first election, held under the auspices of the War Labor Board, a central voting booth was established. It was found that this method resulted in many of the employees not voting, as they would not bother to go to the poll to mark their ballots. The new system whereby the ballot box is taken to the voter, overcomes this difficulty and a high percentage of the eligible vote is always polled, generally about 95 per cent. In some cases a voter will refuse to mark his ballot, but these instances are comparatively very few.

The Representatives:

As provided for in the Plan, two Representatives are elected for each section to serve for one year. The term for one-half the number of Representatives expires in June and for the other half in December of each year. Their duties are:

To assist the foremen in their relations with the employees.

To initiate suggestions for the general good of their department.

To advise and assist their constituents on matters of individual interest.

To promote co-operation and mutual understanding between the Management and the worker.

Work of this nature is of an intensely personal kind, and the meed of success that attends it is beyond accurate measurement. The character of the foreman is as great a factor as the personality of the Representative in determining the results of their relationship with one another. In departments where complete harmony does not prevail, one or the other, or both of the parties, may be at fault.

Statistical evidence of the trend of success would be afforded by a com-

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parison, for different periods, between the number of problems handled in a department and the number sent to the committees for adjustment. Unfortunately these figures are not available except for the first two periods combined. The report of the Industrial Representative shows that from December, 1918, to December, 1919, a total of 1200 cases were handled, of which 1020 were settled by the Representatives and foremen. The remaining 180 were sent to the Shop Committees for settlement. The report further states that the proportion of cases settled to cases handled during the second period was greater than during the first six months. Subsequent reports, while giving no figures, show that the proportion of settled cases has continued to increase. Only 94 cases reached the Shop Committees during the second year.

The improvement is due to the fact that both the Representatives and the foremen gained experience with time. With few exceptions, the work of the Representatives is highly commended by the officials of the Company and it is felt that in many instances the settlement of a problem is forestalled by the Representative pointing out to the worker that the facts of the situation do not support his contention.

Definite conclusions as to the tendencies that govern the employees in their choice of Representatives cannot be made. The Plan is as yet too young for sufficient comparative statistics to have been collected. An analysis covering two periods is, however, given more with a view of showing the type of analysis that can be made than for the purpose of drawing generalizations.

COMPARATIVE STATISTICS ON EMPLOYEE REPRESENTATION.

		Percentages	
		June, 1920	December, 1920
Total Elected		127	137
Birth Place	Native born	59.8	59.9
	Foreign born	40.2	40.1
Age	18 to 20 yrs. old	.8	1.5
	21 to 25 yrs. old	7.9	11.8
	26 to 30 yrs. old	15.7	13.1
	31 to 40 yrs. old	37.8	38.7
	41 to 50 yrs. old	28.3	26.3
	51 to 60 yrs. old	8.7	7.3
	Over 60 yrs. old	.8	1.5
Length of service	1 to 2 yrs.	12.4	16.7
	2 to 5 yrs.	33.1	30.6
	5 to 10 yrs.	25.9	24.1
	10 to 15 yrs.	18.9	17.5
	15 to 20 yrs.	6.3	8.0
	Over 20 yrs.	5.5	3.6
Nationality	American	30.7	27.0
	Irish	23.6	25.5
	English	18.1	17.8
	Scotch	7.1	9.5
	Canadian	14.2	13.6
	Swedish	3.2	3.6

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The Shop Committees:

In its original form the Plan provided for twenty Shop Committees. It was afterwards found advisable to combine some of the smaller units, so Numbers, 2, 12, 13 and 16 were eliminated, leaving a total of sixteen in operation. The three employee members of each committee are elected by the Representatives from amongst their own number every six months and three members are appointed by the Management to sit with them. Meetings are held weekly if there are problems to be considered, otherwise they are held bi-weekly for the purpose of discussing questions of general interest and of making recommendations thereon to the Management.*

The Shop Committee has power to consider all problems submitted to it from the shop for settlement and is free to request the presence of any employee or executive to attend for the purpose of giving evidence. Decisions are based upon the evidence that is submitted and a majority vote usually settles the case. No appeal lies from a decision reached unanimously.

When reading through the records of the cases one is struck by the thoroughness with which every problem is thrashed out. It is a criticism made in some quarters that the employee representatives are afraid to express their true views at these meetings. The dockets of the cases refute this criticism and lend color to the statement that the deliberations of the committees are at times extremely acrimonious. The statistics of the decisions arrived at give further support to this view.

The findings of a committee may be either final or advisory according to the nature of the problem being considered. In cases where an injustice is alleged the decision is final and may order that the proper steps be taken to rectify a proven wrong. As an instance of this one might cite the case of a lay-off where the employee was able to show that he had been discriminated against. His reinstatement was ordered together with compensation for time lost. In the case of a discharge, however, the finding of a committee is limited as to whether or not the employee is guilty of the offense charged. If found not guilty the discharge becomes a matter of injustice or of discrimination and can be ordered rectified. If the charge is sustained, but it is decided that mitigating circumstances rendered the penalty of discharge too severe, a vote may be passed advisory in character and recommending some other form of punishment for the offense committed. The variety of different circumstances that arise make it almost impossible to draw a distinction between what is within the jurisdiction of a committee and what is within the prerogative of the Management. To attempt to define the limits of a committee's jurisdiction would impair the elasticity of its functions and doubtful cases are wisely left for the General Joint Committee on Routine, Procedure and Elections to pass on according to their merits. So far, the finding of a committee has never been questioned by the Management and as experience is teaching the committeemen the scope of their powers, it is unlikely that the higher committee's powers of revision will often be called on. Hitherto the greatest confusion has existed on matters relating to wages and

*The scope of these discussions is outlined in section 25 of the Rules and Procedure in appendix A.

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committees have been prone to go beyond their powers of deciding only on issues of discrimination. On a few occasions there has been a tendency to usurp the functions of the General Joint Committee on Adjustment, which alone has the power to pass on questions involving basic rates and grouping. Analysis shows, however, that these mistakes are becoming fewer and it is probable that time and experience will entirely eliminate them.

Any classification of the shop committee activities gives them a rigid appearance that does not belong, and only a perusal of the various records themselves can imbue one with a proper impression of their scope and variety. But it is possible to get an idea of the working of the plan from the following facts and figures.*

Total cases handled during two years.....	274
They were divided according to periods as follows:	
Handled during the first six months.....	124
Handled during the second six months.....	56
Handled during the third six months.....	59
Handled during the fourth six months.....	35

Out of these cases, 201 were voted upon, the votes resulting in 169 unanimous decisions, 17 majority decisions and 15 tie votes. Reference to Chart No. III in Appendix B will show that the tendency in the later periods was for the proportion of unanimous votes to increase. There is a marked falling off of the number of majority and tie votes. The last period is particularly remarkable in that no tie votes occurred. This, taken in conjunction with the fact that during the same period the unanimous decisions in favor of the employee outnumbered, for the first time, those in favor of the Management tends to illustrate the fact that the Representatives were exercising greater discretion in bringing cases up before the Shop Committee for adjudication. A contemporary lessening in the number of cases withdrawn by complainants, after they had been presented for consideration, helps to emphasize the correctness of this deduction.

During the two years, seventy-two unanimous findings were given in favor of the employees and eighty-six in favor of the Management; †four majority decisions were rendered to the workers as against thirteen for the Management, thus making a total of seventy-six pro-employee findings and ninety-nine pro-management. Twenty-one cases were withdrawn by the complainants after being submitted to the committees. As it is presumable that they were not withdrawn unless the employee had felt that he had already received justice at the hands of the foreman one may infer that the twenty-one withdrawals represent cases where the employee was satisfied with the first decisions, and expected no reversal of the findings by the committees. Out of seventeen majority votes in favor of the Management only four were appealed by the employees affected, which leaves the impression that the decisions

*For those that are interested in a finer analysis of the Committee activities the charts compiled by the writer in making his classification and in arriving at his conclusions will be found in appendix B; Charts No. III, IV and V are those dealing specifically with Shop Committee cases.

†The 169 unanimous decisions are made up as follows: 72 pro-employee; 86 pro-management; 7 compromises; 4 unclassified.

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arrived at on the other nine were considered satisfactory. Furthermore, because a unanimous decision went against an employee is no criterion that he was dissatisfied with the result. It is the opinion of the writer that the fact of having his Representatives participate in the adjudication of his problems gives the worker a confidence in the justice of a decision that largely mitigates the disappointment due to an adverse result.

Further points of interest brought out by Chart No. 3 are contained in the nature of the rulings made from time to time by the committees. The confusion on matters of jurisdiction existing at the first is shown by the number and variety of the rulings made during the first period. A comparison between the third and eighth column brings out the uncertainty that existed, and in part still exists, in regard to the question of group rates. Of general interest are the rulings that lay down the following principles:

An employee shall not expect to be paid for spoiled work.

A fair day's work shall be given for a fair day's wage.

While these rulings are in the nature of dicta laid down by a committee for its own guidance, it is probable that they will crystalize into precedent, later, perhaps, to go toward building up a body of labor law which, through time and practice, may follow an evolution similar to that of the Law Merchant.

Charts No. 4 and No. 5 show an analysis of Shop Committee proceedings by shops for periods and for periods by shops. They will have specific interest only for those intimately connected with the Lynn Plan, but have been included in appendix B for two reasons. In the first place, they show in their "tout ensemble" the extent to which the Plan permeates the life of the factory; they also bring out the fact that the progress noted in Chart No. 3 as applying to the organization as a whole also applies to most of the shops throughout the different periods. In the second place the charts illustrate a suggestion as to how a classification and tabulation of committee activities may be made for the purpose of securing useful information. It is not recommended, however, that as complete an analysis as that shown here be made in everyday practice; a broader classification would suffice for all ordinary purposes.

It will also be noted from these charts that the cases handled cover a wide range of subjects, viz., discipline, discharge, shop conditions, transfers, layoffs, classifications of workers, wages and a variety of different issues classed as personal complaints or miscellaneous.

An analysis of election returns shows that re-elections have been fairly frequent amongst committeemen, which leads to the conclusion that the services of the committeemen are being appreciated and that, on the whole, the best men, from the employee's point of view, are finding their way to the committees. An examination of the records of the Representatives resulted in the following figures:

Forty have been elected as committeemen twice,
Three have been elected as committeemen three times,
One has been elected as committeeman four times,
Five have been elected as committeemen five times.

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To summarize the deductions that can be made from the statistical evidence submitted we find that:

1. There has been a decrease in the number of cases submitted, showing that the Representatives are becoming more efficient in settling cases with the foremen.

2. There has been an increase in the proportion of unanimous decisions, and a marked decrease in the number of tie votes,, which illustrates the fact that the committees are doing their work in a spirit of impartial co-operation.

3. The few appeals give evidence that the employees appear to be satisfied with the findings.

4. The working of the Plan extends more or less evenly throughout the entire organization.

5. The general progress noted is symptomatic of the trend of events in the various shops.

6. Committeemen are re-elected with sufficient frequency to show that there is general satisfaction with their work.

It is thus seen that the conclusions arrived at on the basis of a statistical analysis corroborate the view expressed in the last chapter.

CHAPTER 5.

THE WORKING OF THE PLAN (Continued)

The General Joint Committee on Adjustment:

The General Joint Committee on Adjustment is the most important body within the scope of the Plan, and is evidently so considered by the employees and by the Management. It is composed of eight members, four of whom represent the Management and four the Employees.

The latter are elected every six months by the body of Representatives from amongst the workers at large. Strictly speaking, they are not Representatives, but are men chosen by the workers to assist the Management in arriving at decisions of joint interest. They are not subject to the recall before the expiration of their terms of office; and, if Representatives at the time of election, they automatically vacate that position and change their status. The distinction is subtle, but is important, for it emphasizes the essence of the idea upon which the Lynn Plan of Representation is based; namely, that the co-operation intended is one of mutual deliberation and not of collective bargaining. The decisions of the committee are so far reaching and have so great a bearing upon the success of the Plan that they must be based only on the facts of a situation, and must not be colored by the popular sentiments of those not familiar with the facts. Hence the members represent neither the opinions of the employees nor the view of the stockholders; they consider every question on its merits and reach conclusions that are based on the actual conditions, insofar as they are ascertainable. Therefore, it is the tendency of the Representatives to choose the ablest men to sit on the Adjustment Committee; with the result that the changes in its personnel, since the introduction of the Plan, have been few.

The importance attached by the Management to the work of this committee can be gauged from the fact that only the higher executives are appointed. The Assistant to the General Manager, the Production Manager, the Manufacturing Engineer and the Manager of the Laboratory and Statistical Department sit with the employee members.

The activities of the committee can broadly be classified so as to cover three general types of subjects, which are:

1. Basic piece rate schedules and grouping of workers according to skill.
2. General conditions in the shops.
3. Hearing of individual problems on appeal from the Shop Committees.

Between December 13, 1918, and January 18, 1921, inclusive, 140 meetings were held; wage problems were discussed at 106 of these meetings,

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and cases on appeal at 47. The number of meetings were distributed according to periods as follows:

December, 1918, to June, 1919.....	72 meetings
June, 1919, to December, 1919.....	24 "
December, 1919, to June, 1920.....	23 "
June, 1920, to December, 1920.....	19 "
December, 1920, to January 18, 1921.....	2 "

The preponderance of meetings during the first period is due to the fact that the task of revising wage schedules, after the strike, was assigned to the Adjustment Committee. Wage matters, therefore, occupied almost the entire attention of the members for several months, and, while not so conspicuous during the later periods, they always are responsible for a great share of the discussions.

Basic rates and general conditions are matters that do not permit of disagreement between the members of the committee. They are always thrashed out to a unanimous conclusion. The decisions arrived at, though final in their character, are invariably referred to the Manager for his approval.

Appeals on individual problems, on the other hand, leave scope for disagreement as to the comparative value of the evidence submitted. Chart No. 2 shows an analysis of the twenty-five cases appealed from the Shop Committees. It will be noted that, after the first period, majority decisions were eliminated and that all the findings were unanimous, except in three cases, upon which there was an entire disagreement and an appeal to the Manager. All three cases involved questions of discharge.

That only twenty-five cases, of which three were withdrawn, should have been referred to the Adjustment Committee, out of 274 handled by the Shop Committees, is a striking evidence of the effectiveness of the Plan in settling problems at issue between an employee and the Company, further

CHART NO. 2.

Analysis of Joint Committee on Adjustment Cases.

PERIODS.	Transfer	Discharge	Discipline	Wages	Miscellaneous	Unan. Vote	Majority Vote	Pro. Employee	Pro. M'gt.	Compromised	Withdrawn	Ref'd to M'gr.
Dec., 1918, to June, 1919	3	2	..	4	..	2	5	4	2	1	2	..
June, 1919, to Dec., 1919	5	2	..	5	1	2	1	3	1	..
Dec., 1919, to June, 1920	1	2	1	2	4	3	2
June, 1920, to Dec., 1920	2	1	2	2	1
TOTAL	8	5	2	7	3	13	6	6	8	4	3	3

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emphasized by the fact that only three of twenty-five reached the Manager's office before a settlement could be effected. There was a steady reduction, throughout the periods, in the cases appealed, as follows:

1st period.....	9 cases
2d period.....	7 cases
3d period.....	6 cases
4th period.....	3 cases

The discussions frequently develop a warmth of argument that is surprising, and the statements of those who participate in these battles are fully corroborated by a perusal of the dockets. The employee members are by no means backward in urging their views and interpretation of facts. The unanimity of the conclusions reached is due to the thoroughness of the debate and to the fact that the Management does all in its power to place accurate information at the disposal of the committee. As one employee ex-member of the committee expressed it to the writer: "It is always a case of cards down, face up. Nothing is hidden, and we all know what the other fellow knows."

The bulk of the work of investigation carried on by the committee is done by sub-committees of two members, usually one employee and one executive. The report of the sub-committees constitute the basis for many of the decisions. The confidence and good feeling that prevails amongst the members is illustrated by the fact that frequently an Employee member of a sub-committee will move the adoption of a report adverse to the workers and vice versa. The following extract from one of the records is further illustrative of the reliability that the one side places in the fairness of the other:

"Docket No. — was a request for an increase in basic"
"rates for groups — of buildings —. After considerable"
"discussion, the papers were turned over to the employee mem-"
"bers of the committee, in order that they might make a more"
"detailed investigation of the conditions."

The general rulings laid down by the Adjustment Committee are important, as they will undoubtedly tend to form precedents for guidance in future cases, both in the Adjustment Committee itself and in the Shop Committees. Only a few such rulings have so far been made, but they are deemed of sufficient interest to be quoted in their entirety:

"Employees must accept the decision of a foreman pend-"
"ing a decision in their cases."

"In any case, aside from the testimony presented, when"
"such action is found to be of benefit to the department, a de-"
"cision may be given based on what seems for the best interest"
"of the Management and the Employees."

"Differences of skill required to operate different machines"
"justify different rates."

"All requests for a change in rates, based on the prevail-"
"ing district rates, are the function of the Management, and"
"should only be discussed in this committee when it is so re-"
"quested by the Manager."

"This committee does not consider that it is its function to"
"lay down any procedure as to the method employed in making"
"time studies, as this is the function of the Management."

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"If prices as set are not found to be just, after trial, re-"
"course can be had to the Shop Committee."

"The committee has no jurisdiction to rule for or against"
"a man's claim for continuity of service, as this matter is cov-"
"ered by rules made by the Company in connection with various"
"privileges that come under continuity of service."

"If a case is brought to the committee involving con-"
"tinuity of service on the claim that injustice has been done, we"
"consider it proper for the committee to consider the evidence"
"brought forward to support the claim of injustice and to pass the"
"case to the Manager for his consideration."

The General Joint Committee on Rules, Procedure and Elections:

The General Joint Committee on Rules, Procedure and Elections is the governing body of the Plan, for with it lies the responsibility of revising and amending the constitution and of formulating the rules that control the deliberations of the other committees. While this committee has the power to revise the work done by the Adjustment and Shop Committees, it is limited in this power to matters of jurisdiction and procedure. It is not a court of appeal in any sense and has no right to review evidence or to overrule the findings made by the subordinate bodies. It may, however, order a case to be retried if rules of procedure have been violated; it has also been known to make a change in "venue", for the trial of a problem, where circumstances made it inadvisable to bring the case before the regular Shop Committee. Moreover, the committee would be within its rights in setting aside a decision reached by another committee, on a matter that was "Ultra Vires." So far this right has never been exercised. Reference to the Appendix A will give the reader a comprehensive idea of the field covered by the activities of the Committee on Rules, Procedure and Elections.

Three Representatives, elected every six months by the body of Representatives, sit with the General Manager, the Manager of the Federal Street Plant and the General Superintendent.

The nature of the subjects handled gives ample room for difference of opinion on questions that affect the policies and established practices of the Company. An examination of the minutes shows that sometimes there are as many points of view on a particular matter as there are members on the committee. In spite of this there is little, if any, element of "bargaining" in the decisions arrived at. Everything is threshed out until all are agreed as to the best course to be adopted, and, insofar as is possible, accumulated facts rather than logic are made the basis for conclusions. An analysis of the records shows that 48 meetings were held up to January 10, 1921; and that, while at first there were a few majority votes recorded, since early in 1920 practically every decision was secured by unanimous accord. The employee members appear to be quite active, and frequently initiate measures and suggestions.

The Industrial Representative:

The work of an Industrial Relations system of this kind must be more or less departmentalized under an executive who will keep the necessary records and correlate the activities of the various bodies. At Lynn this has

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been provided for by the appointment of an executive who is called the Manager's Industrial Representative. His functions are important and his advice and guidance is being continually sought by committeemen and Representatives. Much of the success of the Plan depends upon the confidence that this official can instill in the minds of the workers. It is a position that calls for a knowledge of human nature, sound judgment, tact and wide sympathies.

CHAPTER 6.

OTHER JOINT COMMITTEES.

Since the introduction of the Plan the Committee on Rules, Procedure and Elections has added six more to the number of General Joint Committees.

The employee members are in each case elected by the Representatives from among themselves and sit with Department Heads and General Foremen appointed by the Management. The matters handled by these committees are not of a controversial character and the burden of the committee work consists in securing co-operation between the employees and the Management.

The General Joint Committee on Safety:

This committee is composed of five Representatives and five executives with a permanent secretary whose entire time is occupied with matters coming under the jurisdiction of the committee. As the name will indicate, the duties of this body is to provide ways and means of reducing the number of accidents in the factory and to apportion the blame when accidents do occur.

It is an extremely active committee and, through the secretary, is continually doing all within its power to educate the employees and shop executives to the idea of "safety first." The thoroughness of the manner in which the work is done and the results attained deserve special investigation in themselves, but are without the scope of this thesis. Of interest to the working of the Plan, however, is the fact that the General Joint Committee on Safety acts as a court of appeal in place of the Adjustment Committee on cases involving safety measures. The procedure is peculiar. The General Joint Committee appoints sub-committees in each department to assist in its work. The sub-committees have joint representation and their size depends upon the size of the department. When an operative wishes some step to be taken that he thinks will make his work safer he refers his case to the sub-committee who passes upon it and, if it approves, makes the necessary recommendations. If the sub-committee disapproves of the employee's stand, he can appeal his case to his Shop Committee and if he fails of satisfaction there, can again appeal to the General Joint Committee on Safety. A final appeal, of course, lays to the Manager, but has so far never been taken advantage of.

The personnel of the General Joint Committee is materially changed every six months in order that as many as possible may get into touch with matters affecting the safety of the workers and thereby become enthusiastic workers for safety propaganda. All ex-members retain their affiliation with the Committee.

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The General Joint Committee on the Rehabilitation of Soldiers and Sailors:

This committee is composed of six members and its duty is to look after the interests and well-being of the men who served their country during the war.

The General Joint Committee on Public Meetings Within the Plant:

There are six members on this committee which came into existence during the war for the purpose of organizing the plant in the interests of the Red Cross and for the purpose of aiding the Liberty Loan drives.

The General Joint Advisory Committee on Works Paper:

This committee which also consists of six members acts in an advisory capacity to the editors of the Lynn Works News, a factory publication of extraordinary excellence.

The General Joint Committee on Fuel and other Economies:

The General Joint Committee on Sports, Athletics, and Amusements:

Both of the above committees are of comparatively recent formation and, therefore, have not yet started to function properly. They are composed of six and ten members respectively.

CHAPTER 7.

THE SUGGESTION PLAN AND THE JOINT CONFERENCES.

A description of the Lynn Plan of Representation would not be complete without reference to two phases of the Company's activities that are closely allied with the Plan. They are the Suggestion Box system and the Joint Conferences.

The Suggestion Plan:

The suggestion plan is the outcome of a proposal made during the early days by two employee members of the Adjustment Committee. Under the arrangements for carrying out this proposal, boxes are posted throughout the factory and any employee who feels that he can make a suggestion likely to improve conditions, to expedite production or to be of any benefit to the organization, writes down his ideas and places them in the boxes for collection. When experts have passed upon the merit of a suggestion, their findings are sent to the Shop Committee for advice, after which they are returned to a Suggestion Committee, composed of officials of the Company, and an award commensurate with the value of the suggestion is made.

While the monetary award cannot compare with the satisfaction that an employee feels at seeing his suggestion acted upon, the worker feels that he is getting fair consideration when his Representatives help in passing upon the merit of an idea.

The Joint Conferences:

At the start, the men chosen to act upon the committees were, with the exception of a few of the higher officials, unfamiliar with committee work and procedure; nor were they practiced in subordinating their opinions and beliefs to an impartial weighing of fact. It was realized, moreover, that constructive effort on the part of the Company would be needed to break down the mutual feeling of distrust inherited by employee and executive from pre-plan days.

In order to meet the problem and, if possible, to solve it, joint conferences, conducted under expert guidance, were resorted to. The arrangements provided that two shop committees should meet together for a "round-the-table" discussion every working day except Saturday, over a period of three weeks, —a total series of fifteen meetings of about one hour each. The results were so worth while that the principle was extended to the General Joint Committees, including the Committee upon which the General Manager and his immediate assistants had their seats. Everyone attended the conferences.

The methods by which the expert in charge of all conferences approached his problem of starting the ball to roll are a perfect example of

inductive teaching. The result was a complete change of attitude on the part of the men, not only towards one another but also towards the problems they were asked to solve. To adequately describe these methods is difficult and the task can be best accomplished by giving concrete examples.

On one occasion the first step taken was to place before each man a synopsis of two reports rendered by a federal commission and to ask the men to read these reports carefully and to comment upon them. The commission in question had been composed of five Democrats and five Republicans. The former rendered a report enthusiastically supporting a democratic administration, while the five Republicans as emphatically condemned the same administration. Both reports were based on the same evidence and data.

The employees and executives sat silently around the table, each reading his synopsis of the reports, while an atmosphere of mutual suspicion and distrust prevailed. At length, the feeling of one employee overcame him and he vigorously expressed his opinion of so absurd a lack of co-ordination. The ice was broken, and a flood of contumely was poured upon the heads of a group of politicians who could not reach a common conclusion with identical data to go on. Employee and executive agreed on the facts presented to them.

At the next meeting the following facts culled from the columns of a newspaper were laid on the table for examination and comment:

"On a dark night a young man was driving his automobile"
"at an excessive speed along a country road. Suddenly some."
"one with a lantern stepped out from behind some bushes and"
"ordered the driver to stop. In reply, the man in the car in-"
"creased his speed with a view to escaping, whereupon his rear"
"tire was blown off by a charge of buck shot directed by an indi-"
"vidual who turned out to be a village selectman acting in the"
"capacity of constable."

After the men around the table had digested the facts placed before them they began to react somewhat as follows:

"How did he know the fellow was speeding; he can't prove it!"
"What's the odds? That guy in the car should have stopped."
"You don't have to stop because every fool with a lantern tells"
"you to!"

"What if he was speeding? The selectman had no right to shoot"
"him up. No policeman can do that."

"Etc."

"Well, we ain't getting anywhere, all talking at once; what"
"have we got to decide on?"

"Was the fellow speeding?"

"Did he have to stop?"

"Did the police guy have any right to shoot him up?"

"Let's take up one point at a time and decide on that."

Each point was discussed and was definitely settled so that finally a unanimous conclusion on the merits of the case was reached. When informed that the conclusion so reached coincided with that of the Judge who tried the case, there was an immediate slump in the stock of the American judiciary. The general opinion was neatly summarized by one man, in the expression:—

"Why—there ain't anything to that; just knowing what's what
"and using a bit of horse-sense."

PLAN OF REPRESENTATION

In this way the work was carried on so that the Representatives and the foremen learned of themselves how to analyze the problems and how to organize the facts so as to reach definite conclusions. As confidence increased the men, themselves, brought up old problems of the shop which were dealt with fairly and impartially. Finally one man and another would suggest current shop problems for discussion; with the result that many of them were solved, while conditions were brought to the attention of the Management that had never before been thought to exist. By the time the last conference was over the worker and the executive had learned to understand and to appreciate each other and a foundation for the harmonious solution of shop difficulties had been well laid.

After the shop committees had held their series of conferences, the system was extended to include all the Representatives and foremen.

The conferences are considered to be a decided success by the Management, they are also highly valued by the Representatives. Apart from the appreciation expressed to the writer in conversation, he has seen letters and other testimonials written by the employees in which they refer to the conferences in laudatory terms. At the request of some of the representatives, a new series of conferences is now being arranged for the purpose of considering in greater detail the methods of taking and weighing evidence.

The Joint Conferences are not technically a part of the Plan, but to the writer they seem an almost indispensable part of a successful Shop Committee System. Employee Representation bespeaks co-operation and one of the first fundamentals of co-operation is the knowledge of what it means and how it can be practiced. Some form of informal joint discussion will help to impart this knowledge if the discussions are under competent and sympathetic guidance.

CHAPTER 8.

CONCLUSION

The operation of a Shop Committee System must inevitably entail many instances of individual fault. The writer frequently was told of occasions when executives refused to show co-operation, or failed to live up to their new responsibilities; when Representatives, with exaggerated ideas, tried to usurp powers that were not theirs to exercise; when committeemen, subject to hostile influences, deliberately ignored facts in an effort to play politics, or purposefully broke a unanimous vote against an employee so that the employee would be left with the right to appeal to the Manager. All these instances, however, are but the growing pains of a new experiment in Industrial Relations; and they are steadily decreasing in number as the spirit of the Plan strengthens its grip on the General Electric organization. Consequently, the writer has neglected them as of slight importance in comparison to the broad fundamentals upon which the Plan is built; and he has attempted only to give the reader a conception of what the Plan is, of how it works and of how it has succeeded. The purpose of this chapter is to summarize the conclusions to be drawn from the facts contained in the preceding pages.

What, then, is the Lynn Plan of Representation? It is simply an industrial relationship sufficiently elastic to suit the psychology of the people concerned and adaptable to whatever conditions may arise. It is a square deal to all under all circumstances.

How does the Plan work? References to the constitution and to the discussion in earlier pages shows that the Lynn Plan is based upon certain definite principles, and one is safe to conclude that any plan that includes these fundamentals will work as well, be the form and details what they may. The principles are:—

1. The Plan is the outcome of combined effort on the part of the Management and the Employees.
2. The "square deal" spirit is behind both the Management and the Employees.
3. An elastic mechanism is set up embodying the following fundamentals:
 - (a) There is no discrimination as to creed or political affiliation.
 - (b) There is adequate representation according to numbers.
 - (c) Elections are by secret ballot.
 - (d) Committees have equal membership from the Employees and the Management.

PLAN OF REPRESENTATION

- (e) There is every facility for the appeal of unsatisfactory adjustments.
- (f) The committees are small.
- 4. The Management's authority in matters of company policy and practice is in no way lessened.
- 5. Committee votes are cast individually.
- 6. Majority decisions are recognized.
- 7. Committees, within their jurisdiction, have the power to give final decisions.
- 8. Committee jurisdiction is well defined.
- 9. The controlling body is a joint committee (General Joint Committee on Routine, Procedure and Election).
- 10. The Management assumes the responsibility for training committeemen.
- 11. No arbitration features provide a means for settling disagreements. Agreement must be reached if harmonious relations are to be maintained.
- 12. All decisions are based on facts and not on beliefs or sentiments.

Has the Plan succeeded? As support for an affirmative reply to this question the statements made by Executives, Representatives and Employees can be pointed to. The statistics collected also lead to the conclusion that the Plan has been a success so far; they at least show that a mass of everyday problems are being settled with a minimum of friction. Finally one can say that the Plan has effected the following good results

- 1. It has provided easy channels of intercommunication between the worker and the Management.
- 2. It has trained the worker along economic lines.
- 3. It has trained the Representative and the Executive to base their judgments on fact.
- 4. It has acquainted the Management with the actual conditions in the Plant.
- 5. It has educated the Management to the point of view of the worker.
- 6. It has educated the worker to the point of view of the Management.
- 7. It has given the Employee Representative responsibility, with its opportunity for constructive leadership.
- 8. It has satisfied those who use it.
- 9. It has increased production.

In conclusion it were well to again emphasize the fact that the essence of the Lynn Plan of Representation lies in the spirit that operates it. In its form, the Plan is adapted to the general conditions of the General Electric Works, and will not act as a panacea for the ills of other companies that would adopt it. From the standpoint of one who wishes to place his industrial relations on a similar footing, the principle upon which the Plan is based are the all important features. Establish these and the mechanism for their application will grow of itself; it calls for little thought and less worry. If the employer cannot devise a Plan suited to his needs, some of his employees will be able to come to his rescue.

PLAN OF REPRESENTATION

APPENDIX A

PLAN OF REPRESENTATION

General Electric Co., Lynn Works

RULES AND PROCEDURE

Adopted and Corrected to June 11, 1921, by the General Joint Committee
on Routine, Procedure and Elections

PLAN OF REPRESENTATION

RULES AND PROCEDURE

Time of Meetings.

Rule 1

All meetings of shop committees shall be held at the close of the working day, unless otherwise authorized by the General Joint Committee on Routine, Procedure and Elections.

Postponed Meeting.

Rule 2

A shop committee meeting, due to be held on a holiday, shall be held at the close of the working day (except Saturday) next following. This is not considered a special meeting and does not require authorization by the General Joint Committee on Routine, Procedure and Elections.

Interval Between Meetings.

Rule 3

Shop committee meetings shall be held weekly, as scheduled.

Day and Place of Shop Committee Meetings.

Rule 4

A definite meeting place and day (of the week) shall be established by each shop committee, subject to approval of the General Joint Committee on Routine, Procedure and Elections, and this place and day shall not be changed except with the approval of the Routine, Procedure and Elections Committee, by one Employee member and one Management member.

Special Meetings.

Rule 5

Special meetings of the shop committees may be called at the request in writing, of one member, made to two members of the General Joint Committee on Routine, Procedure and Elections, an Employee member and a Management member, who shall decide on the request as speedily as possible. Such request shall give the reason why the matter may not well wait for the regular meeting.

Chairman.

Rule 6

The members of each shop committee shall serve as Chairman in alphabetical rotation, a different Chairman for each meeting. The Chairman may participate in the discussion and may vote as a member of the committee.

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Secretary.

Rule 7

Each shop committee shall choose a Secretary, whose term of office shall be at the discretion of that committee, and he shall keep records as herein established. The Secretary shall serve as Chairman in his regular turn, and for that meeting he may, if he deems it advisable, appoint another member of the committee Secretary pro tem.

Stenographer.

Rule 8

A stenographer shall be provided in any joint committee at the request of any member of such committee to its Secretary.

Chart of Reference.

Rule 9

A chart of reference or routine shall be posted in each section of the Works, when approved by the General Joint Committee on Routine, Procedure and Elections. Such charts shall give the names of the Shop Committeemen and Department Heads or Manufacturing Engineers who will act upon cases arising in that section.

Jurisdiction—Protest Against Transfer.

Rule 10

The case of an Employee protesting transfer shall be tried by the shop committee covering the department from which Employee was transferred, providing no delay exceeding one month has occurred in filing protest.

Records of Meetings.

Rule 11

The Secretary of each shop committee shall keep the minutes of each meeting, including a record of action on each case coming before that committee. Each member of the committee shall be entitled to a copy of such papers and two copies shall be filed, one in the Manager's office, at the River Works, and one in the Manager's office, at Federal Street. These files shall be open to the inspection of any Employee.

Secretaries' Record Books.

Rule 12

Record books shall be furnished the Secretary of each shop committee for the original records, in ink, of all transactions of such committee.

Docketing, Reporting and Posting Cases.

Rule 13

All cases submitted to a shop committee shall be docketed by the Secretary in the order received, and they shall be tried in this order as far as practicable. The report of every decision shall bear this docket number and the number and date of the shop committee meeting at which it was heard. It shall also include:

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1. A statement of the issue.
2. Findings as to facts.
3. Decision.
4. Reasons for making the decision.

This report shall be immediately referred to the General Joint Committee on Routine, Procedure and Elections, to determine that it complies with the plans and rules of procedure, and when approved a copy shall be filed with the Secretary, one with the Manufacturing Engineer, or Department Head, one each in the Manager's office, at the River Works and Federal Street, one copy sent to the Employee bringing the issue, and one posted in department affected, unless such is ruled against by the General Joint Committee on Routine, Procedure and Elections.

The General Joint Committee on Routine, Procedure and Elections will proceed to consider each decision of a shop committee within one working day of the receipt of such decision by its Secretary.

Recording Votes.

Rule 14

Immediately after a vote is taken, the Secretary of a shop committee shall write a memorandum of such vote as it will appear in the minutes, and there shall be no further proceedings until such memorandum shall have been agreed to by committee members present and entitled to vote. Similar proceedings shall be undertaken with essential statements of witnesses.

Member Absent.

Rule 15

If one member of the committee is absent, thereby causing unequal representation, there shall be no proceedings by the committee in connection with a docketed case until equal representation has been established by the retirement of one member from the room. This member shall be selected by lot. In case the member selected is the Secretary, he may, by unanimous vote of the other members of the committee, remain in the room for the purpose of making records of the meeting, but he shall have no voice or vote in the proceedings. He may not question witnesses. If any case before the committee on this occasion is continued to further meeting, or meetings, these absent members may not be in the room while the case is being tried.

Member Involved.

Rule 16

In case one member of a shop committee is directly involved in the issue, he may remain in the room and take part in the discussion, but shall not vote on that case. Equal representation shall be restored by depriving another member, to be chosen by lot, of his vote, but he also may remain in the room and take part in the discussion. The term "directly involved" is considered to include an Executive who may have heard the case and an Employee committeeman, who, acting in his capacity as section Representative, may have taken part in the case before it was submitted to the shop committee.

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Quorum.

Rule 17

No meeting of a shop committee may be held unless two elected and two appointed members are present.

Attendance at Hearings.

Rule 18

The Secretary of a shop committee shall notify the plaintiff, defendant, Employee's Representative and such witnesses as may be designated for a given case, of the time and place of a meeting at which such case is to be heard.

If such witnesses fail to attend the meetings, the shop committee shall postpone the case, after hearing witnesses present, if the party calling the absent witness or any member of the shop committee considers this testimony essential to establishing the justice of his cause, but such postponement shall not extend beyond the next meeting for this reason, without the approval of a Management and an Employee member of the General Joint Committee on Routine, Procedure and Elections.

Witnesses—Heard Singly.

Rule 19

Witnesses must be heard singly, with no other witnesses present, and, after giving his testimony, no witness and no shop committeeman shall be allowed to mingle with witnesses still to testify. In case group plaintiffs are to appear as witnesses, Rules 22 and 23 will apply.

Minority Report.

Rule 20

In case of a majority vote in a shop committee, the member or members dissenting may submit a minority report and such report shall be considered a part of the report of the committee.

Disagreement—Notifying Employees.

Rule 21

When the shop committee comes to a disagreement on a case before it, the Secretary of that committee shall immediately notify in writing the employee originating the matter.

Plaintiff and Defendant.

Rule 22

During trial of a case, defendant, plaintiff and Employee's Representative are entitled to be present, but must ask questions through the chair. In case of an appeal by an employee from the decision of a foreman, the Employee is the plaintiff in the case, and the Representative of the Management from whom he receives the decision complained of is the defendant, and these, with the Representative who handles the employee's case, are the parties covered by this rule. The right of the plaintiff and defendant to remain in the room during hearing should not be interfered with by any interpretation of Rule 19.

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Individual and Group Trials.

Rule 23

When there is more than one plaintiff in case of transfer, lay-off or discharge the cases must be tried separately.

In a case presented to a joint committee, signed by a group, but requiring separate consideration of each individual's case, only the individual whose case is being heard shall be considered the plaintiff under this rule. If the case may properly be considered as a group, then all signers of the complaint may be considered as plaintiffs, but anyone of these desiring to testify, may not remain in the room until he has given his testimony.

Questions Asked Through Chair.

Rule 24

All questions to witness must be put through the chair, and no altercation will be permitted in any shop committee meeting.

Schedule and Routine for Shop Committees.

Rule 25

When no case is before the shop committee, or after cases are disposed of, meeting should be continued and suggestions for improvements should be brought up and discussed in accordance with the following schedule:

The regular form for minutes should be used, but such minutes should be headed "Factory Conditions" to distinguish them from minutes dealing with cases.

Subjects on the schedule should be taken up in order at each meeting, so far as the time allows, and those subjects not taken up at one meeting should be considered "unfinished business" for the next meeting.

As each subject is brought up, any proposal which after discussion is considered to have merit should be recorded in the minutes and it should be stated definitely with whom the responsibility lies for the next move.

Sub-committees of one or more may be appointed by the shop committee to investigate and report on a suggestion to the whole committee.

Schedule of Subjects for Shop Committee Meetings.

1. Completion of unfinished business on the docket of previous meeting.
2. Output.
3. Quality.
4. Waste labor and scrap.
5. Equipment—machine tools, small tools.
6. Safety.
7. Sanitation.
8. Working conditions.
9. Expense.
10. Discipline.
11. Suggestions for improvements not coming under items 2 to 10.

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Night Representatives.

Rule 26

Night Representatives should take up questions in their respective sections with night foreman in charge of work in that section, and should have the same powers to settle any problems as at present rests in the hands of the day force. Further, night Representatives shall have the privilege of calling on day Representatives of their respective sections for such assistance in furnishing data as may be required, and in the event that night problem cannot be settled, it shall be referred to regular process prescribed in the printed Plan of Representation.

Appeal—Not a Stay to Transfer, Lay-Off or Discharge.

Rule 27

An appeal to a shop committee does not act as a stay to the transfer, lay-off or discharge of an Employee from a department.

Finding—Contrary to Established Company Practice.

Rule 28

A finding of any shop committee which is not consistent with the established practices of the Company shall be interpreted only as a recommendation to the Management, and is not binding unless approved by the Management. In case of doubt, the General Joint Committee on Routine, Procedure and Elections shall define the established practice on that issue.

Loss of Employee's Personal Belongings

Rule 29

Loss of Employee's personal belongings while on the property of the Company is not a subject for investigation by a shop committee.

Status of Instructors.

Rule 30

Instructors are not considered representatives of the Management as far as eligibility to vote or hold office under the Plan of Representation is concerned.

Routine in Submitting Case to Shop Committee.

Rule 31

No case shall be considered by a shop committee unless the issue has been clearly stated in writing, the statement signed by the party to the question at issue and delivered to Secretary of shop committee at least 24 hours before meeting.

Case to Be in Writing.

Rule 32

A Representative may, if he thinks advisable, require an Employee to put his cause of dissatisfaction in writing before he takes any action on it.

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Shortage of Work.

Rule 33

When there is not sufficient work in any department to keep the entire force for the full working week, it is a function of the Management to determine whether the hours or the force should be reduced or whether the work should be rotated.

In case of reduction in force, Employees have the right to appeal to shop committee against transfer, lay-off or discharge, in accordance with R. H. Rice's Notice of July 8, 1919.

Day Workers' Rate.

Rule 34

A day worker's rate within his group is a function of the Management. The right of an employee to discuss his rate with his foreman, and to be assisted by his Representative in the presentation of his case, is affirmed. A day worker claiming that his rate is unjust may refer the matter to his shop committee. In such case, however, he is obliged to show that the judgment of the foreman was influenced by other considerations than the Employee's value to the Company, and the shop committee shall in no case establish the Employee's rate.

Piece Workers' Basic Rate.

Rule 35

Piece workers' basic rates and the question of regrouping and the addition of new or abolition of existing groups shall be referred directly to the General Joint Committee on Adjustment, which committee shall consider the matter and make its own recommendations to the Manager. This reference to the General Joint Committee on Adjustment should include, wherever possible, a recommendation of the Representative and of the foreman of the work.

ELECTIONS.

Filing Nominations.

Rule 36

Nomination papers for the office of Representative may be filed with the General Joint Committee on Routine, Procedure and Elections in connection with the election in any section. Such papers must be signed by not less than ten voters in the section in which the candidate is located.

Tellers.

Rule 37

The appointment of tellers for an election and the method of counting ballots shall be left to the sub-committee on elections appointed by the General Joint Committee on Routine, Procedure and Elections.

Method of Balloting.

Rule 38

The election shall be by secret ballot, the box being carried through

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the section by two tellers, one, at least, a voter under the Plan. These tellers will be provided by the Pay Office with a list of Employees entitled to vote in that section, and no others will be allowed to deposit ballots. An Employee claiming the right to vote, but whose name does not appear on this list, may seal his ballot and the tellers will accept it subject to investigation. Counting the ballots and announcing the result will be done by the election committee.

Posting Voting Lists.

Rule 39

Two working days before the election a list of voters shall be posted in each section.

Use of Stickers.

Rule 40

The election of Representatives or General Committeemen by stickers is declared legal.

Publishing Election Returns.

Rule 41

When publishing election returns the election committee will give the total number of votes cast and the number of votes in favor of the successful candidate. A defeated candidate shall, upon request to any member of the election committee, be given the record of the vote cast for him, but not the standing of any other candidate.

Recount.

Rule 42

Ballots and tally sheets of each election shall be destroyed two weeks after such election. All contests must be filed with the General Joint Committee on Routine, Procedure and Elections within two weeks after the date of the election affected thereby.

Voting—Location.

Rule 43

Employees entitled to vote shall cast their ballots in the sections in which they are enrolled on the day of the election.

Special Elections.

Rule 44

Special elections shall be conducted under guidance of the General Joint Committee on Routine, Procedure and Elections in a manner similar to the general elections.

One Shop Committeeman from a Section.

Rule 45

Not more than one shop committeeman may be elected from a single section of a shop.

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Election of Joint Committees.

Rule 46

Three days after each general election the Representatives shall meet and elect a presiding officer and Secretary by voice vote. There shall be chosen by nomination, from the floor, two Representatives to act with a Representative of the General Joint Committee on Routine, Procedure and Elections, as tellers of election for this occasion only. These tellers will first receive, in a suitable ballot box, ballots for nomination for the General Joint Committee on Routine, Procedure and Elections, and the successful contestants to the number of twice the offices to be filled shall be declared nominated. The tellers will immediately proceed to conduct an election for members of this committee, also by secret ballot, and declare the result of the election. In the same manner they shall then conduct the nomination and election of members of the General Joint Committee on Adjustment. The Representatives present shall then divide into groups according to their respective shops and proceed to elect their shop committees. After this, members of all other general committees shall be nominated and elected, the nomination and election to be by secret ballot, but to conserve time, all of these committees will be acted upon at the same time. Any Representative elected to any of the above-mentioned committees shall not be eligible to membership on these committees.

CHART NO. III
ANALYSIS OF SHOP COMMITTEE CASES BY SHOPS AND BY PERIODS

SHOP NUMBER	TOTAL NO. OF CASES	SUBJECT OF THE CASE											VOTE ON DECISION			DISPOSITION OF CASE BY COMMITTEE										DIS. BY EMPLOYEE			NATURE OF DECISION OR RULING MADE																
		DISCIPLINE	DISCHARGE	PERSONAL CASES	SHOP CONDITIONS	TRANSFER	LAY OFF NO WORK	CLASSIFICATION	WAGES, INDIVIDUAL	WAGES, GROUP	UNABLE TO MAKE BASIC WAGE	MISCELLANEOUS	TOTAL UNANIMOUS.	TOTAL MAJORITY.	TOTAL TIE VOTES	UNANIMOUS PRO EMPLOYEE	MAJORITY PRO EMPLOYEE	UNANIMOUS PRO MANAGEMENT	MAJORITY PRO MANAGEMENT	REFERRED TO ADJ. COM. OR TIE VOTE	REFERRED TO ADJ. COM. OR MGT. BY AGREEMENT.	COMPROMISED	WITHDRAWN BY BY EMPLOYEE	NOT CONSIDERED	MAJORITY DEC. PRO MANAGEMENT NOT APPEALED	TIE VOTE NOT APPEALED	MAJORITY DEC. PRO MANAGEMENT APPEALED	NOT WITHIN JURIS. OF COMMITTEE	COMPLAINANT LOST CASE, EX PARTE	NO JURIS. OVER GROUP WAGES	EMPLOYEE MUST STAND FOR SPOILED WORK	FAIR RETURN FOR WAGES	RECOMMENDED FOR SPECIAL CONSIDERATION	INDIVIDUAL RATES SETTLED BY COM.	GROUP WAGE SETTLED BY COM.	INDIVIDUAL COMB. SETTLED BY COM.	REFUSED TO CONSIDER CASE	SHOP CONDITIONS ORDERED IMPROVED	TIME STUDY ORDERED	REFERRED TO DEPT. HEAD BEFORE DEC.	SENT BACK TO FOREMAN FOR SETTLEMENT WITHIN	LAID ON TABLE INDEFINITELY			
1	5				3	1	1		1			7	5		1		3	1	1	1	3	3	3			1								1	6		1	2		1					
3	19		2	1	2	2	1	3	2		7	11	1	1	2		9	1	1	3	3	2	3		1									1	5	1	5	2	2	4					
4	24	2	2	1	1		1	7	2	6	2	16	1	1	9	1	3	1	1	3	3	1	3		1									1	6		9					1			
5	20	3	2	2	3			8	2			14	1	1	6	1	8		1	3		1	1					1		1				6	1	9			1						
6	12			2	1		1	6	1		1	7	1	1			7	1	1				3										6	1	1										
7	11		1	1	3	1		2	2	1		6	2	1	5	1	1	1	1	1	1	1		1			1						3	1	1		3								
8	8		1	2	2	1		1			1	5		1	3		2		1	1	1	1											1	2			1	2							
9	4				4							1			1				3																										
10	13		2	2	1	3		2	1		2	6		1	6				1	2		2	2											3		1	2								
11	28		2		5	1	2	11	5		1	15	4		8		7	4		6		1	2	4				2		4			1	8	1	6		5			1	1			
14	31			4	2	4	1	1	19			22	2		9	2	11				2	5	2										16		7		1				1	2			
15	22				2			17	3			14	3	4	5		6	3		3	1			3	4								18	2	1										
17	43		6	2	1	8	2	13	6	1	4	26	2	2	11		15	2	2	9		2	1				2	2	2	3	1	2	2	11	1	9		1					1		
18	30		2		5	5	6	5	3	4		17		2	6		11		2	7			3				2		6			5		11		2					1	1			
19	2			1				1				2					2																1		1										
20	2				1			1				2					1				1												1		1										
TOTALS	274	5	20	18	29	32	13	5	96	26	12	18	169	17	15	72	4	86	13	10	42	7	21	14	9	4	4	10	2	15	1	2	6	81	7	66	2	20	9	2	5	3			

TOTAL VOTES TAKEN 201

PERIODS																																																													
DEC. 1918 TO JUNE 1919	124		7	10	10	22	8	2	39	15	7	4	76	9	8	31	2	41	7	3	19	1	12	3	7	4		3	2	5	1	2	3	36	6	29	2	8	7	1	1	1																			
JUNE 1919 TO DEC. 1919	56	1	2	2	5	7	2	2	27	4	2	2	36	2	1	17	1	18	1	1	12	1	5	1			1	1		4			22		14		3			1	1																				
DEC. 1919 TO JUNE 1920	59	2	6	3	8	1		1	22	5		11	31	4	6	11		17	4	6	7	3	4	7	1		3	6		3		2	14		10		6	2		1																					
JUNE 1920 TO DEC. 1920	35	2	5	3	6	2	3		8	2	3	1	26	2		13	1	10	1		4	2		3	1				3		1	9	1	13		3			1	2	1																				
TOTAL FOR TWO YEARS	274	5	20	18	29	32	13	5	96	26	12	18	169	17	15	72	4	86	13	10	42	7	21	14	9	4	4	10	2	15	1	2	6	81	7	66	2	20	9	2	5	3																			

CHART NO. IV

PERIODS

SHOP
NUMBER

DATE	DESCRIPTION	AMOUNT	TOTAL NO. OF CASES
10/1/78
10/2/78
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1/12/79
1/13/79</

SUBJECT OF THE CASE	
PERSONAL CASES	SMOP
CONDITIONS	TRANSFER
LAY OFF - NO WORK	CLASSIFICATION
	WAGES, INDIVIDUAL
	WAGES, GROUP
	UNABLE TO MAKE

VOTE ON DECISION		
TOTAL UNANIMOUS	TOTAL MAJORITY	TOTAL TIE VOTES

DISPOSITION OF CASE	
EMPLOYEE	
MAJORITY PRO EMPLOYEE	
UNANIMOUS PRO MANAGEMENT	
MAJORITY PRO MANAGEMENT	
REFERRED TO ADJ. COMMON TIE VOTE	

COMMITTEE

DIS. BY EMPLOYEE

MAJORITY DEC. PRO MGT NOT APPEALED	TIE VOTE NOT APPEALED	MAJORITY DEC. PRO MGT APPEALED
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NATURE OF

DECISION OR RULING MADE

TIME STUDY ORDERED	REFERRED TO DEPT HEAD BEFORE DEC.	SENT BACK TO FOREMAN FOR SETTLEMENT WITH REE	LAID ON TABLE INDEFINITELY
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CHAR, NO. V.

[illegible]

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